



CALA GROUP
GENDER PAY GAP REPORT 2020

The Gender Pay Gap

The gender pay gap is a broad measure which shows the difference between the average hourly pay and bonus for men and women across all roles within a business. The gender pay gap is not the same as equal pay which is about a male and a female receiving equal pay for the same role.

During 2020, we have made some progress on narrowing our median gender pay gap. This narrowed by 5.7%, to 23.1%, a greater reduction than was recorded between 2018 and 2019 (1.4%).

Our mean pay gap reduced by 0.6%. We consider the mean to be a less useful metric than the median gap. A mean is more likely to be influenced by pay figures for a small number of individuals, whereas a median gives a clearer insight into the overall position of men and women within the context of the whole organisation, because it ranks individuals from highest to lowest-paid.

Covid-19 and the pay gap: Supporting our employees

Evidence suggests that the pandemic and its economic fallout are affecting women disproportionately in both developed and emerging economies, as the burden of unpaid work, including childcare, has fallen on women more heavily than on men. CALA responded with a range of financial and non-financial support for employees during the pandemic.

With the closure of our construction sites in the first national lockdown, we took the difficult decision to furlough a large majority of our site and sales staff, with all staff being paid in full throughout that period. Employees who have had to self-isolate while working have also been paid in full. Employees who had to take time out because of caring responsibilities were paid in full; our focus was on ensuring our teams had the flexibility they needed to balance personal commitments with work deliverables.

There are a range of factors behind our pay gap. However, like others in our industry, fundamentally we have more men than women in senior and higher paid roles, and more females working part-time. Conversely, roles with higher numbers of women, including sales, customer service and human resources, are lower paid on average.

The positive message is that we are passionate about addressing the causes and will do so by creating a more diverse workforce and a more inclusive culture. The next section of the report sets out our strategy for doing this.

For full details of the mean and median positions, see page 5.

Over and above the financial commitments to our employees, we took steps throughout the pandemic to provide all employees with non-financial support. This included mental health resources and flexible working arrangements for those with caring commitments. We have allowed those who may be at increased risk of mental ill-health, to access our offices for occasional working, within Government guidelines.

Employees below Director level, which are more heavily female in composition, received a higher increase, on average, than those at Director level and above during our 2021 salary increase awards.



Inclusion and Diversity

We are firmly committed to creating a more diverse workforce and a more inclusive workplace for everyone – regardless of their background. We know change won't happen overnight and we have a number a of long-term plans. However, some progress has already been made during 2020 and we have further ambitions for 2021.

Measurement

We recognise the importance of increasing the amount of relevant diversity data we hold, for statistical analysis purposes. We have encouraged our people to share a range of data with us voluntarily and whilst we don't have a complete picture, our data is improving and will continue to do so as we keep focussed on this during 2021. Having a clearer picture of our data means we will be better able to situate gender pay issues in the wider context of diversity and inclusion issues. We will use this data to inform our plans and track progress.

Progress and ambitions

During 2020, we increased our focus on Inclusion and Diversity by establishing our Inclusion & Diversity Network and 2021 will see us set up our first Inclusion & Diversity Steering Group. The Steering Group will report to our Executive Board and will be chaired by David McGrath, Regional Chairman and I&D Sponsor. The Steering Group will be responsible for an ambitious I&D agenda, championing important initiatives, some of which are underway including:

- **Reinforcing inclusive hiring practices (such as using different language and imagery in recruitment adverts, striving for balanced shortlists and diverse interview panels) and focussing on areas of under-representation;**
- **expanding agile working practices;**
- **investment in training for line managers and leaders, helping them build new skills for leading inclusive teams where everyone can thrive**

Education and accountability

Earlier in 2021 we invited employees to share their views on how diverse and inclusive they find our culture to be. The findings have been shared with our Executive Board and Regional Managing Directors and will be used to shape our plans for 2021. Listening to the views of our team was an important step towards better informing

our leaders on Inclusion and Diversity issues and holding them to account on progress.

We have held events and educational sessions open to all employees, breaking down perceived health taboos in the workplace such as the menopause.



Smarter Working

We recognise the impact that agile and flexible working practices have on employee engagement, retention and progression. Research published by HR Data Hub in 2020 shows that flexible working is the policy with the single greatest positive impact on gender pay gaps. We introduced 'Smarter Working' in 2020, giving our people more choice in their way of working, including flexibility on where, how long and when they work. We recognise this is harder to achieve for some of our site-based roles, however this doesn't mean we should exclude these people. Whilst our Smarter Working guidance acknowledges the limitations, the principle is that individuals agree with their manager what will work for them, their team and the business. There is acceptance that this may mean different things for different people.

We start with the premise that we trust our teams to deliver what is needed and their performance will be measured on this basis, rather than where they do this or the number of hours they work.

During lockdown, our working practices changed further and faster by necessity. We are empowering our teams to consider the lessons learned from this period of increased remote and flexible working, including what aspects of our changed practices we want to retain and evolve.

Our 2021 Plan



Leadership

We will launch a new Leadership Programme which will include the delivery of Inclusion & Diversity training for all People Leaders.



Focused Target Setting

We are committed to setting aspirational targets for underrepresented groups, starting with our 2021 Graduate Programme.



Recruitment

We will review the way we recruit to identify and eliminate areas of bias. This will include using technology in our adverts, ensuring the words and language that we use are attractive to both women and men.



Education & Learning

We will deliver engagement, education and communications campaigns. These will include a focus on underrepresented groups and storytelling to share lived experiences.



Policy review

We have and will continue to ensure inclusion is embedded in policies and practices and will review, our policies annually to reduce and eradicate bias.



Data Collection

We will undertake analysis of diversity data in any key people processes.



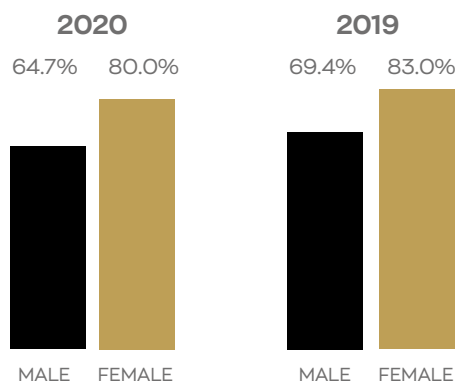
Our Gender Pay Gap

Group data

Difference in **mean hourly rate** of pay

2020		2019	
£27	£21	£29	£22
MALE	FEMALE	MALE	FEMALE

Proportion of male and female employees who received **bonus pay**



Difference in **median hourly rate** of pay

2020		2019	
£25	£19	£26	£19
MALE	FEMALE	MALE	FEMALE

Difference in **mean bonus pay**

2020		2019	
£9,692	£8,051	£16,439	£10,161
MALE	FEMALE	MALE	FEMALE

Difference in **median bonus pay**

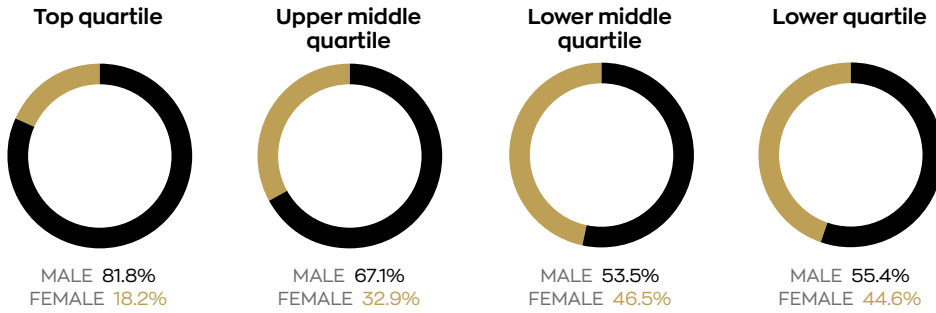
2020		2019	
£6,938	£5,038	£6,163	£5,167
MALE	FEMALE	MALE	FEMALE



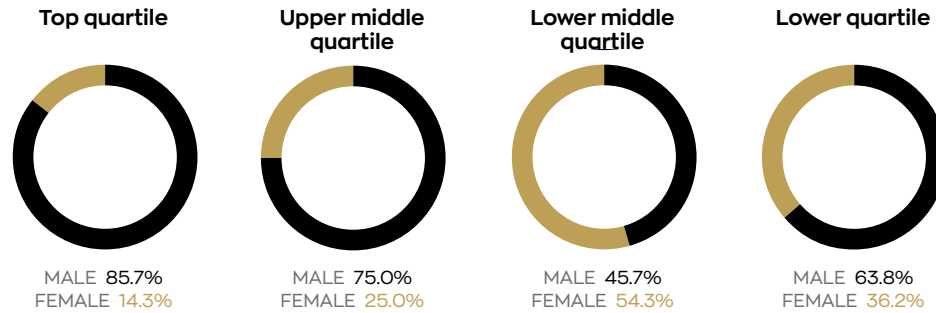
Our Gender Pay Gap (continued)

Proportion of male and female employees according to **quartile pay bands**

2020



2019



CALA HOMES

Gender Pay Gap Report 2020

At CALA we are committed to creating an inclusive workplace where everyone can reach their aspirations and perform at their very best, regardless of who they are.

We know we have work to do and it will involve challenging biases and addressing misconceptions about the roles and opportunities for women in our male dominated industry. I am committed to understanding the root causes of issues and uncovering any systemic problems so that we can find and implement effective solutions.

Ensuring we have a diverse workforce and an inclusive environment is not only the right thing to do, it is critical to our long term success. Becoming more inclusive is everyone in CALA's responsibility and we are committed to implementing sustainable changes and actions that will progressively make CALA an industry leader.

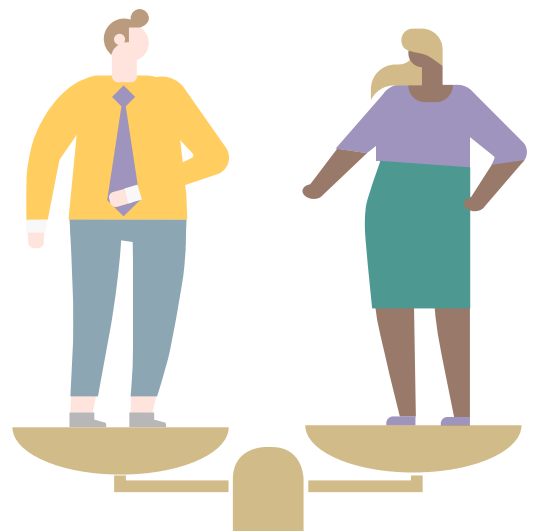
Declaration:

I confirm that the information and data provided in this report is accurate and in line with the UK Government's Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.



Louise Poole

Group People Director





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